

**PENTAGON RENOVATION PROGRAM (PENREN)
ACQUISITION PLANNING**

**29 JAN 2003
PMD 98-05C**

Policy Responsibility: Acquisition Group Policy Team

1.0 References.

- a. FAR 6.302, Circumstances permitting other than full and open competition
- b. FAR 7.105, Contents of a written acquisition plan
- c. FAR Subpart 7.3, Contractor Versus Government Performance
- d. FAR Subpart 7.5, Inherently Government Functions
- e. FAR Part 23, Environment, Conservation, Occupational, Safety, and Drug Free Workplace
- f. DFAR Subpart 207.1, Acquisition Plans
- g. OMB Circular A-76 (Revised), Performance of Commercial Activities, and Supplement
- h. PMP 98-06A, Acquisition Approval Thresholds
- i. DOD 5220-22-R, Industrial Security Regulation December 1985
- j. DOD 5220-22-M, National Industrial Security Program Operating Manual (NISPOM) January 1995 (Change 2, May 1, 2000)
- k. DOD 5220-22-M, Supplement 1, National Industrial Security Program Operating Manual Supplement

2.0 Applicability. This policy applies to all members of PENREN.

3.0 Policy. This policy will provide the rules for the acquisition planning process under which PENREN will operate. Effective acquisition planning requires an integrated team approach. The objective of the Acquisition Strategy Plan (ASP) is to ensure a consistent, sound, disciplined, functionally integrated, and programmatic approach. An ASP will be prepared on all new major acquisitions, which are defined as those acquisitions valued at \$1,000,000 or more. The ASP will consist of charts (enclosures 2 or 3) used for the Acquisition Board briefing and the completed memorandum shown at Enclosure 4. The Contracting Officer (KO) and Integrated Project Team Leader (IPTL) will collaborate in the preparation of the AP. The KO and the IPTL will appropriately document acquisition and program planning on acquisitions valued at less than \$1,000,000, and complete the memorandum shown at Enclosure 5. The amount of this planning and supporting documentation should be tailored to the dollar value and sensitivity of the acquisition.

- a. An ASP will be developed for all new major acquisitions. The ASP for major acquisitions requires the approval of the Program Manager (PM) or the PM's designee.
- b. ASP preparation and Acquisition Board presentations will be guided by FAR 7.105 and the considerations outlined in enclosure 1, "Acquisition Plan Areas To Be Addressed During Acquisition Strategy Panel Presentations". The format for the ASP charts for construction projects is provided in enclosure 2, and for products and/or services is provided in enclosure 3. The presentation will result in a "Memorandum of the ASP" (enclosure 4), which records the PM's approval of the ASP and notes any conditions to the approval. The memorandum may include other information as directed by the PM. The PM may direct that the presentation be recorded on audio or videotape.
- c. Acquisitions that do not qualify as "major" may be presented in a less formal fashion than for major acquisitions. A template for the "Acquisition Approval Sheet" for acquisitions of less than \$1,000,000 is attached as enclosure 5.

4.0 Process. ASPs will be completed and presented to the Acquisition Board for approval prior to issuing the solicitation, however, a synopsis may be issued prior to the presentation of the ASP. The KO is responsible for documentation of the contract file including the record of appropriate signatures of those attending the presentation on the "Memorandum of the ASP", or on the "Acquisition Approval Sheet". See enclosures 4 and 5.

- a. Acquisition Board attendees will normally include, but are not limited to the following:

Program Manager	Resource Management Group Leader
Deputy Program Manager	Security IPT Leader
General Counsel	Appropriate functional IPT Leaders
IPTL	Requirements Customer Representative
IM&T Group Leader	PRISM Group Leader
Operations Group Leader	KO
Acquisition & Business Group Leader	Information Management IPT Leader

- b. The ASP will be presented in two parts:
 - (1) Technical/Project Presentation. The IPTL will outline the requirement and discuss the relevant technical and project topic areas listed in Enclosure 1. The IPTL will ensure that there is a clear understanding and agreement concerning the scope of the requirement, including any security requirements. The requiring IPT and/or customer will be identified.
 - (2) Acquisition Presentation. The KO or Contract Specialist will address all topic areas contained in Enclosure 1 that were not discussed by the IPTL. The acquisition approach, including the contract type, incentive features, funding, award schedule, and any control mechanisms to be used in running the contract, will be covered. The acquisition approach will also identify the suggested Source Selection Authority (SSA).

5.0 Effective Date. This policy is effective on the date stamped above and supercedes PMD 98-05B.

A handwritten signature in black ink, reading "Michael R. Sullivan". The signature is written in a cursive style with a horizontal line at the end.

Michael R. Sullivan
Acting Program Manager

Enclosures:
As stated

PENTAGON RENOVATION PROGRAM (PENREN)

ACQUISITION PLANNING

PMD 98-05C

Acquisition Plan Areas To Be Addressed During Acquisition Strategy Panel Presentations

In order to facilitate attainment of the acquisition objectives, the plan will address the applicable key areas outlined in reference b. It will also address the information detailed below, as well as identify those milestones at which decisions must be made to ensure Critical Path completions on time. The plan will address all the technical, business, management, and other significant considerations that affect the acquisition and program. The specific content of plans will vary, depending on the nature, circumstances, and stage of the acquisition. In preparing the plan, the developers will provide the appropriate information required to address each of the areas as detailed below. While similar in concept, there are differences in what needs to be presented for a construction project and for a needed service or product. A summary of what is required for each is described below.

a. Project Information. This portion of the presentation is generally given by the IPT leader responsible for the project, or requiring the service or product.

- (1) Statement of Need & Background.
 - (a) Construction Projects.
 - Give a general description of the project and its purpose.
 - Describe why this project needs to be built.
 - Provide background information. Describe how this need is being met now. Discuss any previous efforts/ projects that have attempted to provide what this project will provide. Discuss feasible acquisition alternatives, the impact of prior acquisitions, etc.
 - (b) Products or Services.
 - Give a general description of the product or service.
 - Describe why this product or service needs to be obtained.
 - Provide background information. Describe how this product or service has been provided in the past and who is the incumbent contractor. Discuss feasible acquisition alternatives, the impact of prior acquisitions, etc.
- (2) Project/Procurement Description. Provide an overview of the product, services, and peripherals being procured.
 - (a) Construction Projects.
 - Describe the physical aspects of the project, such as location, detailed performance requirements, life-cycle costs, etc.
 - Describe how this project will satisfy the need described on the “Statement of Need” slide.
 - Describe the sustainability issues that are expected to be incorporated in the project.

- Identify any Government Furnished Equipment or Information required by the contractor.
 - Describe the roles listed below and discuss who will be responsible for each role.
 - Executing agent
 - Project management for implementation
 - Contracting agency
 - O&M
- (b) Products or Services.
- Describe the performance requirements of the needed product or service and where this product or service will be needed.
 - Identify any Government Furnished Equipment or Information required by the contractor.
 - Describe how this product or service will satisfy the need described in the “Statement of Need” slide. Discuss any life-cycle cost implications.
 - Describe the sustainability issues that are expected to be incorporated in the product or service.
- (3) Concurrent/ Adjacent Efforts. Describe all significant conditions affecting the acquisition, such as:
- (a) Construction Projects.
- Describe the actions that must be taken by others that are required for the successful completion of this project.
 - Identify any other projects that are or will be going on in the vicinity of this project that:
 - Will have a coordination, schedule, or compatibility requirement or other impact on this project. Describe the impact.
 - Will be impacted by this project. Describe the impact.
- (b) Product or Service.
- Describe the actions that must be taken by others for the successful utilization of this product or service.
 - Identify the project(s) or organizations that will be utilizing this product or service and their need dates. This aspect need not be described here if described on previous slides.
- (4) Project Schedule. Discuss schedule related issues such as:
- (a) Construction.
- Describe the major project execution milestones.
 - Identify the schedule for completion of the milestones.
 - Provide any other schedule related information, such as required completion dates.
- (b) Product or Service.
- Describe the major milestones required to deliver the product.
 - Identify the schedule for completion of the milestones.
 - Provide any other schedule related information, such as required completion dates.

- (5) Budget. Discuss the following issues for both a construction project or a product or service:
- Identify the estimated costs and describe how these costs were established. Include a breakdown of the major costs associated with this procurement.
 - Identify the breakdown of costs by FY.
 - Describe the types of funding needed, their source(s), how much of each type of funding is required, and when each type of funding is required.
 - Discuss any other budget/ cost information, such as things that are required or related but not included in this procurement.
- (6) Security Requirements. For both a construction project or a product or service, discuss any security issues relating to this procurement.
- The Facility Clearance level required, as will be indicated on the DD Form 254.
 - The Level of Safeguarding required, as will be indicated on the DD Form 254.
 - Any badging and building access issues.
 - Identify the types of classified information required by the contractor.
 - Identify any “Sensitive But Unclassified” information required by the contractor.
- (7) Risks/ Concerns. For both a construction project or a product or service, discuss any known or anticipated risk issues, such as technical, cost, schedule, or other risks, and describe the proposed mitigation for each risk issue identified.

b. Acquisition Approach. This portion of the presentation is given by the Contracting Officer or Contracting Specialist assigned to the project/ procurement.

- (1) Contract Type. Discuss the issues related to the proposed contract type. Also describe any features related to the proposed contract type, such as:
- FPIF sharing ratios
 - Multiple awards
 - IDIQ minimums and maximums
 - Proposed fee. Discuss the industry/ PenRen norm for fee.
 - Other applicable requirements, such as:
 - Davis Bacon
 - Service Contract Act
 - FAR Part 39
- If an award fee contract is contemplated, include the following information:
- Identify the proposed award fee pool %
 - Identify the contemplated award fee factors
 - Identify any base fee in addition to the proposed award fee
- (2) Contract Features. Describe the features of the anticipated contract, such as:
- Options
 - Performance-based SOW
 - Special clauses (Section H items)
 - Clauses requiring deviations

- Approach to the CLIN structure. A complete CLIN structure is not required, but discuss in general terms how the CLINs are anticipated to be structured.
- Associated Contractor Agreements required. This list should match the the list shown on the “Concurrent/Adjacent Efforts” slide.
- Portions of the contract to be proposed by the contractor, such as the schedule, any portions of the SOW, project controls, etc.

Describe how competition will be sought, promoted, and sustained throughout the course of the acquisition. If full and open competition is not contemplated, cite the authority in FAR 6.302, discuss the basis for the application of that authority, identify the source(s), and discuss why full and open competition cannot be obtained.

- (3) Source-Selection. Discuss the source selection procedures for the acquisition.
 - Describe the degree of competition desired, such as full and open, set-aside, sole source, etc. Discuss the basis (market research, etc.) for this approach.
 - Describe if a single-phase or two-phase approach will be used. If a two-phase approach is to be used for a non-construction contract, explain how FAR 15.202 will be satisfied.
 - Identify the evaluation factors:
 - Identify the factors to be used in each phase
 - Identify the approximate order of importance
 - Identify how cost/price will be evaluated (MPC, etc.)
 - Identify if oral presentations/ proposals will be used and which factors will be presented orally
 - Identify if page limits will be imposed on the proposals. The specific page limits need not be presented during the ASP.
 - Identify any stipends to offerors.
 - Identify the approximate size of the evaluation team.
 - Identify who will be the SSA for each phase of the evaluation.

- (4) Acquisition Reform/ Streamlining. Identify the acquisition reform initiatives to be employed during this source selection, such as:
 - Early interaction with industry, such as:
 - Industry day
 - Tours
 - One-on-one meetings with offerors
 - Use of the PenRen website for posting questions and answers.
 - Electronic RFPs and RFQs
 - Use of draft RFPs and soliciting industry feedback
 - Heavy emphasis on Past Performance
 - Limited evaluation factors and small evaluation teams
 - Page limits on proposals
 - Use of oral presentations/ proposals
 - Price competition
 - No Certified Cost or Pricing Data
 - Only requesting data necessary to support a MPC determination or other cost evaluation

- Open debriefings
- Performance-based contracting

(5) Acquisition Schedule. Identify the anticipated acquisition milestones and schedule for events from the ASP to contract award.

Use this Template for Construction Projects



Acquisition **Strategy Plan** **for the** **{Insert Project Name}**

On Cost, On Schedule, Built for the Next 50 Years

{Insert Date of ASP}

{Name}, *IPT Leader*
{Name}, *Contracting Officer*



Agenda

Project Information

- ☞ Statement of Need & Background
- ☞ Project Description
- ☞ Concurrent/ Adjacent Efforts
- ☞ Project Schedule
- ☞ Budget
- ☞ Security Requirements
- ☞ Risks/Concerns

Acquisition Approach

- ☞ Contract Type
- ☞ Contract Features
- ☞ Source Selection
- ☞ Acquisition Reform/Streamlining
- ☞ Acquisition Schedule



Project Information



Statement of Need & Background

- ☞ Describe why this project needs to be done

- ☞ Provide background for this project
 - Describe other approaches to obtain this project that were considered
 - Other background information



Project Description

- ☞ Describe the physical aspects of the project
- ☞ Describe what the project will accomplish
- ☞ Describe the sustainability issues that are expected to be incorporated in the project
- ☞ Describe the following roles & who will perform the following responsibilities:
 - Executing Agent
 - Project management for implementation
 - Contracting Agency
 - O&M
 - Critical Stakeholder (if applicable)



Concurrent/ Adjacent Efforts

- ☞ Describe the actions by others that are required for successful completion of this project
- ☞ Identify other projects going on in the vicinity of this project
 - Identify if those projects will have an impact on this project
 - Identify if this project will have an impact on the other projects



Project Schedule

- ☞ Describe the major project milestones
- ☞ Identify the schedule for completion of the milestones
- ☞ Provide any other schedule-related information



Budget

- ☞ Describe the estimated budget for the project
 - Give breakdown of all costs associated with the project
- ☞ Describe the breakdown of project costs by FY
- ☞ Describe the types and sources of funding, when each type will be needed, and when the funding will be available
- ☞ Other budget information included in budget
 - Such as what is not included in the project budget



Security Requirements



DD Form 254

- XXX Facility Clearance Required
- XXX Level of Safeguarding Required



Identify any security issues

- Badging and building access requirements
- Types of classified information needed by the project
- Types of sensitive but unclassified information needed by the project



Risks/Concerns

- ☞ Identify any known project performance risks (technical, schedule, cost, etc.)
 - Identify the proposed mitigation for each risk identified



Acquisition Approach



Contract Type

- ☞ Describe the proposed contract type
 - Describe the features related to that contract type such as FPIF sharing ratios, multiple awards, IDIQ minimums & maximums, etc.
 - Identify if Davis Bacon or Service Contract Act applies
- ☞ Award Fee information (if an award fee is contemplated)
 - Award fee pool %
 - Contemplated award fee factors
 - Identify any base fee in addition to the award fee
 - Discuss industry/ PenRen norm for fee



Contracting Considerations

- ☞ Describe the features of the anticipated contract, e.g.,
 - Options
 - Performance-based SOW
 - Special clauses (Section H items)
 - Clauses requiring deviations
 - Approach to the CLIN structure
 - Associated Contractor Agreements required (should match list on the Concurrent/Adjacent Efforts slide)
 - Contractor developed portions of the contract, such as:
 - Schedule
 - SOW
 - Project controls, etc.



Source Selection

- ☞ Describe the degree of competition desired
 - Sole source, set-aside, full & open, etc.
- ☞ Describe if a single or two-phased approach will be used
- ☞ Identify evaluation factors
 - Identify the factors to be used in each phase
 - Identify approximate order of importance
 - Identify how cost/price will be evaluated
 - Identify if oral presentations/proposals will be used and for which factor
 - Identify if page limits will imposed on proposals
- ☞ Identify if there will be a “build to budget” constraint
 - If so, provide details
- ☞ Identify any stipends to offerors
- ☞ Identify the approximate size of the evaluation team
- ☞ Identify the SSA for each phase



Acquisition Reform/Streamlining

- ☞ Identify acquisition reform initiatives to be used on this procurement, such as:
- Two phased approach per FAR Part 36
 - Early interaction with industry (industry day, 1-on-1's, etc.)
 - Use of web page for Phase I Q&As
 - Electronic RFQ and RFP
 - Heavy emphasis on past performance
 - Limited evaluation factors & small evaluation teams
 - Page limits on proposals
 - Oral presentations/proposals
 - Price competition
 - No Certified Cost and Pricing Data
 - Only data necessary to support most probable cost determination
 - Open debriefings
 - Performance-based contracting
 - “Build to Budget”



Acquisition Schedule

- ☞ Identify the anticipated milestones and expected schedule from ASP to contract award



Recommendations



Recommendation

☞ Approve acquisition strategy as briefed

Use this template for Products or Services



Acquisition **Strategy Plan** for the **{Insert Procurement** **Name}**

On Cost, On Schedule, Built for the Next 50 Years

{Insert Date of ASP}

{Name}, *IPT Leader*
{Name}, *Contracting Officer*



Agenda

Project Information

- ☞ Statement of Need & Background
- ☞ Procurement Description
- ☞ Concurrent Efforts
- ☞ Schedule
- ☞ Budget
- ☞ Security Requirements
- ☞ Risks/Concerns

Acquisition Approach

- ☞ Contract Type
- ☞ Contract Features
- ☞ Source Selection
- ☞ Acquisition Reform/Streamlining
- ☞ Acquisition Schedule



Project Information



Statement of Need & Background

- ☞ Describe why this procurement is needed

- ☞ Provide background for this project
 - Describe previous contract(s) used to obtain this product or service
 - Other background information



Procurement Description

- ☞ Describe the performance requirements of the product or service
- ☞ Describe what the product or service will provide
- ☞ Describe the sustainability issues that are expected to be incorporated in the product or service



Concurrent Efforts

- ➡ Describe the actions by others that are required for successful utilization of this product or service
- ➡ Identify the projects or organizations that will be utilizing this product or service
 - This is not required again here if included in the statement of need or procurement description



Schedule

- ➡ Describe the major project milestones required to deliver this product or service
- ➡ Identify the schedule for completion of the milestones
- ➡ Provide any other schedule-related information



Budget

- ☞ Describe the estimated budget for the project
 - Give breakdown of all costs associated with the product or service
- ☞ Describe the breakdown of costs by FY
- ☞ Describe the types and sources of funding, when each type will be needed, and when the funding will be available
- ☞ Other budget information included in budget
 - Such as what is not included in the budget that relates to this product or service



Security Requirements



DD Form 254

- XXX Facility Clearance Required
- XXX Level of Safeguarding Required



Identify any security issues

- Badging and building access requirements
- Types of classified information needed by the provider of the product or service
- Types of sensitive but unclassified information needed by the provider of the product or service



Risks/Concerns

- ☞ Identify any known risks (technical, schedule, cost, etc.)
 - Identify the proposed mitigation for each risk identified



Acquisition Approach



Contract Type

- ☞ Describe the proposed contract type
 - Describe the features related to that contract type such as FPIF sharing ratios, multiple awards, IDIQ minimums & maximums, etc.
 - Identify if Davis Bacon or Service Contract Act applies
- ☞ Award Fee information (if an award fee is contemplated)
 - Award fee pool %
 - Contemplated award fee factors
 - Identify any base fee in addition to the award fee
 - Discuss the PenRen/industry norm for fee



Contracting Considerations

- ☞ Describe the features of the anticipated contract, e.g.:
 - Options
 - Performance-based SOW
 - Special clauses (Section H items)
 - Clauses requiring deviations
 - Approach to the CLIN structure
 - Associated Contractor Agreements required (should match list on the Concurrent Efforts slide)
 - Contractor developed portions of the contract, such as:
 - Schedule
 - SOW



Source Selection

- ☞ Describe the degree of competition desired
 - Sole source, set-aside, full & open, etc.
- ☞ Describe if a single or two-phased approach will be used
 - If two-phased, explain how FAR 15.202 will be met
- ☞ Identify evaluation factors
 - Identify the factors to be used in each phase
 - Identify approximate order of importance
 - Identify how cost/price will be evaluated
 - Identify if oral presentations/proposals will be used and for which factor
 - Identify if page limits will imposed on proposals
- ☞ Identify any stipends to offerors
- ☞ Identify the approximate size of the evaluation team
- ☞ Identify the SSA for each phase



Acquisition Reform/Streamlining

- ☞ Identify acquisition reform initiatives to be used on this procurement, such as:
- Early interaction with industry (industry day, 1-on-1's, etc.)
 - Use of web page for Q&As
 - Electronic RFQ and RFP
 - Heavy emphasis on past performance
 - Limited evaluation factors & small evaluation teams
 - Page limits on proposals
 - Oral presentations/proposals
 - Identify which phase will utilize orals
 - Price competition
 - No Certified Cost and Pricing Data
 - Only data necessary to support most probable cost determination
 - Open debriefings
 - Performance-based contracting



Acquisition Schedule

- ☞ Identify the anticipated milestones and expected schedule from ASP to contract award



Recommendations



Recommendation

☞ Approve acquisition strategy as briefed

(FOR OFFICIAL USE ONLY)
PENTAGON RENOVATION PROGRAM OFFICE

MEMORANDUM OF THE ACQUISITION STRATEGY PANEL (ASP)

(date)

SUBJECT: Name of the program or acquisition, requisition and/or solicitation number

The subject ASP was presented to the Program Manager, Pentagon Renovation Program, on this date. The briefing slides are included with this memorandum. The conditions of approval are identified below: (If no conditions were identified, enter "None".)

Contingent upon the conditions being incorporated into the Acquisition Strategy, approval to proceed was granted.

Coordination: (as required)_____
IPT Leader/ Date_____
Resource Management Group Leader/Date_____
Contracting Officer/Date_____
Small Business Representative/Date_____
General Counsel/Date_____
Acquisition & Business Group Leader/Date_____
(Appropriate) Group Leader/Date_____
Customer Representative/Date**APPROVAL** __________
Date**Required Conditions/Actions:**

Enclosure
As stated

ENCL 4

ACQUISITION PLANNING

PMD 98-05C

(FOR OFFICIAL USE ONLY)

PENTAGON RENOVATION PROGRAM OFFICE

ACQUISITION APPROVAL SHEET (<\$1M)

(date)

SUBJECT: Name of the program or acquisition, requisition or solicitation number

PROPOSED ACQUISITION STRATEGY:

APPROVED ACQUISITION STRATEGY:

APPROVALS:

Legal Counsel/Date (if >\$250,000)

Contracting Officer/Date

Integrated Project Team Leader/ Customer/Date

Resource Management Group Leader/ Date

ENCL 5